

Monitoring, Verification and Evaluation (MVE) Unit
Egyptian Environmental Policy Program
Chemonics International
Annual Report 2000
(January 1 - December 31 2000)

The Monitoring, Verification, & Evaluation (MVE) Unit, Task Order No. 803 under Contract No. PCE-I-00-97-00015-00, was initiated on December 22, 1999, by the United States Agency for International Development (USAID) Egypt Mission. The current contract completion date is June 21, 2001.

This report covers tasks conducted during the first project year (January 1 through December 31, 2000). As required in Section 1.5(6) of the Task Order, this report is a summary and assessment of the MVE Unit activities and accomplishments. It is arranged in the following way:

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I.B. Short-term Technical Assistance (TA), and

I.C. Programmatic Issues and Future Activities.

Narrative Section

I.A. Project Activities and Tasks

I.A.1 Verification

The majority of programmatic or technical work in the first quarter was concentrated in verification activities.

The following activities were conducted in the first quarter:

Task I.1 Prepared complete specifications for means of verification for all measures.

Task I.1 Prepared materials explaining the principles, concepts, and procedures for the Verification system.

Task I.1 and Task I.3 Reviewed pertinent documents, including the Egyptian Environmental Policy Program (EEPP) MOU and agency workplans and also held face-to-face debriefing sessions on program policy and achievements.

Task I.1 and Task I.3 Discussed means of verification with USAID and with the TA contractors prior to discussions held with the GOE in extensive meetings.

Task I.1 and Task I.3 Contact was made with the MVE units of other USAID policy reform programs in Egypt and with other environmental projects and programs.

Task I.3 Developed workplans and schedules for accomplishing the partial disbursement. These were discussed with USAID, presented to and endorsed by the EEPP Executive Committee on 29 March 2000.

The majority of MVE emphasis, effort, and products for the second quarter of 2000 were directed at verification of the EEPP partner implementation achievements for the interim period of Tranche 1.

Tranche 1

- Negotiated final agreement between USAID and EEPP partners on Tranche 1 means of verification.
- Created system for managing verification documentation received from EEPP partners.
- Provided technical assistance to EEPP partners on reporting and documentation necessary for verification purposes.
- Obtained, processed, and analyzed documentation on 20 of the Tranche 1 means of verification.
- Produced draft version of the Verification for Disbursement Report prior to the 18 June 2000 Executive Committee meeting (titled “Preliminary Assessment”) so that partners could review preliminary results and provide comments for final version
- Presented preliminary results at Executive Committee mtg of 18 June.
- Solicited and received documentation on various additional means of verification following the EC meeting and included these in the final version.
- Submitted official report, Verification for Disbursement Report, Interim period of Tranche 1, to the EEPP Executive Committee and USAID on 29 June 2000. EC, in turn, endorsed this report and submitted it to USAID for its concurrence and to begin the disbursement process.

Tranche 2

- Participated in extensive meetings on development of Tranche 2 objectives, policy measures, and means of verification.
- Developed and submitted MVE vision of objectives and policy measures for Tranche 2 for each component of EEPP.

Management

- Developed formats for quarterly and annual implementation progress reports.
- Attended Agricultural Policy Reform Program (APRP) policy development workshop, with USAID and PSU, to observe mature program in its Tranche 5 benchmark development.

The majority of MVE emphasis, effort, and products for the third quarter were, early on, directed at producing the final version of the Verification Report, and, throughout

the remainder of the tranche, beginning the Evaluation activities (covered later in this report).

Tranche 1

- Produced final version of Interim Period Verification Report following extensive discussions on the phrasing of MVE conclusions. Submitted to USAID and GOE Executive Committee members. The latter formally endorsed the report to USAID who subsequently transferred \$21.7 million to the GOE.
- Met with EEAA Agency Task Force (ATF) and made presentation on MVE and means of verification (MVs) relevant to EEAA Policy Measures. Reiterated offer to help them with this documentation.
- Continued discussion on Quarterly Progress Report with AID and PSU. No definitive conclusion on reconciling focus and formats with PSU. USAID definitely wants MVE to include reporting on non-policy measures and not just on those with MVs and associated cash disbursement.
- Began consultations with GOE partners and TA providers on their progress for Quarterly Progress Report. Will continue with these and other partners into October.

Tranche 2

- Participated in many meetings regarding Tranche 2 development.
- Researched other policy reform programs and how they handle certain technical questions such as rollover of tranche measures and funds. Began formulation of these policy questions for resolution by USAID.
- Prepared a discussion paper on the issue of valuation of policy reform measures, what factors should be used, and how calculations should be made. Submitted to USAID in September.

In the fourth quarter of Year One MVE continued to focus on Tranche 1 by producing the Quarterly Implementation Progress Report and on Tranche 2 by participating in the definition of Tranche 2 policy measures, means of verification, and other aspects.

Tranche 1

- Produced draft version of Implementation Progress Report following extensive interviews with all Technical Assistance Contractors, GOE participating agencies, and USAID. Submitted to USAID and GOE Executive Committee members for their review before December Executive Committee meeting. Report updated Policy Measure Means of Verification information from June Interim Disbursement Report and added new analysis of the status of non-Policy Measures.
- Continued meeting with EEAA and TDA Agency Task Force (ATF) members and with TA contractors to advise on the production of documentation of the Means of Verification.

Tranche 2

- Participated extensively in work on Tranche 2 development. Worked on the actual Policy Measures and wrote draft versions of several of these, specifically for the Red Sea.
- Prepared a preliminary formulation of Policy Measures under discussion for Tranche 2 according to their area of concentration. This formulation enhances the ability to see potential

areas of cooperation across agencies and promotes an integrated view of the program. Submitted these to the TA contractors and to USAID.

- Prepared various versions of a system for the valuation of policy reform measures, what factors should be used, and how calculations should be made. Discussed early versions with TA contractors and USAID and modified accordingly. Submitted new versions to TAC and USAID. USAID provided early version to GOE for future discussion.

I.A.2 Monitoring

In the first quarter, the initial Performance Monitoring Plan (PMP) for USAID/Egypt SO19 was discussed with USAID. The role of MVE in the preliminary stages was discussed in general terms. The MVE team was provided copies of the draft PMP indicators, and the team offered to provide specialized short-term assistance for analysis of the indicators as described in Task II.2 of the Year One Workplan. The expected completion date for the PMP is June 2000.

The following activities were accomplished during the second quarter:

- Worked on improving indicators and specifications for the Egypt Mission SO-19 Performance Monitoring Plan (PMP), at request of USAID.
- Short-term technical assistance provided by Michelle Adams-Matson produced improved indicator matrix, analyses, prioritization of work activities and issues, attribution of responsibilities, and identification of key issues.
- Continued technical assistance on PMP documentation and development.
- Met with Doug Krieger of MSI, in Egypt on assignment to work on all Egypt Mission's PMPs, to explain and discuss the history and status of SO-19 PMP.
- Agreed with Mission that MVE will take on increased responsibility for SO-19 PMP during this year.

The following activities were accomplished during the third quarter:

- Continued technical review of SO-19 PMP, contributing increased definition of indicators and reviewing explanatory texts. Participated in numerous review sessions for PMP.
- Proposed designating MVE as the information managers for the PMP (and subsequent R4) in accordance with the Task Order and Workplan design and discussed the advantages of this with USAID.
- Began design of Monitoring Module of Information System to support this activity.
- Investigated possibility of using Energy/GDP or GDP/Energy unit as possible indicator in PMP. Developed statistical base.
- Developed indicator "Tranche Policy Percent Achieved" for PMP with table and explanatory text. MVE will be responsible for reporting on this indicator.
- Researched aspects of PMP development in USAID and provided these materials to relevant parties.

The following activities were accomplished during the fourth quarter:

- Continued technical review of SO-19 PMP, contributing increased definition of indicators and reviewing explanatory texts. Participated in numerous review sessions for PMP.
- Served as information managers for the PMP in accordance with the Task Order and Workplan design. This included coordination of inputs of tables and text from various

entities, design, preparation and distribution of regular versions of the PMP, and managing process of updating information.

- Continued design of Monitoring Module to support this activity.
- Further developed MVE indicator “Tranche Policy Percent achieved” for PMP with table and explanatory text.
- Commissioned baseline study of status of solid waste privatization in governorates for PMP indicator.
- In accordance with Task Order mandate to develop a database on ENR indicators or to work the GOE in developing this, agreed with EEAA to carry out work on developing ENR indicators in the framework of a decision-making system for EEAA. Mr. Doug Baker will manage the Indicators study.

I.A.3 Evaluation

No activities in this area were planned for Quarter 1, 2000.

No activities in this area were planned for Quarter 2, 2000. The MVE team has begun to plan for needed baseline information and barrier/constraint studies for Tranche 2.

The following activities were accomplished during the third quarter:

- Amit Bando of Chemonics Home Office in Cairo on TDY in August to develop an Evaluation Framework which reflected the integrated nature of evaluation activities. The Framework highlighted the fact that proposed initiatives and activities will necessarily be implementation oriented and that specific initiatives will be designed to promote changes recommended by EEPP and related activities. The framework was developed to ensure that individual MVE activities are part of an overall strategy that promotes evaluation of environmental policy initiatives in Egypt.
- Subsequently consulted with local counterparts, TA contractors, and USAID on the Evaluation Framework specifics.
- Prepared preliminary versions of framework and distributed to various parties; later version was approved in principle by USAID, awaiting discussion of its application in Tranche 1 for formal approval.
- Consulted with partners on potential evaluation activities to be given priority in the next quarter. Prepared descriptions and draft TORs based on the discussions and the MVE evaluation framework.

The following activities were accomplished during the fourth quarter:

- Conducted extensive discussion of MVE role in EEPP program of research.
- As studies of barriers and constraints agreed with TA contractors and GOE PAs on studies of a Common Information Base for Red Sea Management, of the Economic Valuation of the Red Sea Coral Reef ecosystem, and of the Environmental Impact Assessment Review system in Egypt. These were agreed to in writing by the GOE and approval for selected US and Egyptian consultants was submitted to USAID. Internal work began on the studies in anticipation of USAID approval of consultants.
- Designated Dr. Tarek Wafik to manage the Red Sea information study and the EIA Review study and Dr. Khaled Fahmy to manage the Red Sea Valuation study.

I.A.4 Management Systems and Reporting

Management activities in the first quarter concentrated on Mobilization and are covered in a separate section.

The following activities were accomplished during the second quarter:

- Darlene Andrews, former Operations Manager for CAIP, now Chemonics Home Office staff, unofficially reviewed MVE financial and administrative systems and procedures (17-18 April 2000). She reported that she was satisfied that MVE was following all correct procedures.
- Produced and submitted final version of first-year workplan in April 2000 following process of continuous revisions starting in February 2000, according to changing expectations for year.
- Produced Quarterly Report Management on First Quarter 2000, submitted to USAID, May 2000.
- Officially submitted to the EEPP Executive Committee and to USAID, Verification for Disbursement Report, Interim period of Tranche 1, June 2000.

The following activities were accomplished during the third quarter:

- Presented status of EEPP implementation to Executive Committee and submitted EC talk to PSU for inclusion in minutes of EC mtg
- Conducted database work (see Information System below)
- Conducted research on participation in environmental policy reform process, submitted to USAID (starting 26 September and continuing since)
- Prepared Second Quarter 2000 Management Report and submitted to USAID on 20 July.
- Met regularly with Yasser Sherif, Environics, and Ahmed Gaber, Chemonics Egypt, to discuss project design.
- Met with David Fratt, Chemonics Home Office Project Supervisor, regarding project activities.
- Provided USAID various other reports upon request, such as a calendar of tranche activities and deadlines and a report on the status of Tranche 1 Means of Verification.
- Researched the topic of the Red Sea Governorate participation in Tranche 2. Provided a briefing and held a brainstorming session with the Environmental Office staff.
- Obtained a set of information on EIAs for projects in the Red Sea area from 1 January 1997 to September 2000 from EEAA. Submitted this data, with preliminary analysis, to USAID in September.
- Obtained and provided to USAID the 1998 decree for the Coastal Zone Management Committee for the Red Sea. This is the committee that is authorized to sort out responsibilities and difficulties among the various official entities there, including EEAA, TDA, the Red Sea Governorate, and others. Offered further information, including minutes of the meetings and other official information, and analysis of the evolution of the situation.
- Obtained and provided to USAID a copy of the sections of the Gulf of Aqaba Environmental Action Plan related to institutional responsibilities and other items.
- Obtained and provided to USAID a study by the Organization Support Programme (OSP) on EEAA Regional Branch Offices as well as the decree establishing these offices.

The following activities were accomplished during the fourth quarter:

- Presented analysis of status of Policy Measure achievement to Executive Committee meeting in October. Submitted EC talk to PSU for inclusion in minutes of EC mtg.
- Created draft design of a common workplan template for use by all TA contractors and others in Tranche 2. Submitted to USAID and to TA contractors. Workplan system will also support system for simplified monthly reporting of achievements in Tranche 2 in response to EC concerns.
- Conducted database work (see Information System below and elsewhere)
- Prepared Third Quarter 2000 Management Report and submitted to USAID in October.
- Met regularly with Yasser Sherif, Envirionics, and Ahmed Gaber, Chemonics Egypt, to discuss project design
- Met with David Fratt, Chemonics Home Office Project Supervisor, regarding project activities.
- Provided USAID various other reports upon request, such as a report on the status of Tranche 1 Means of Verification.
- Began design of Year Two workplan for MVE.

I.A.5 Information System

The following activities were accomplished during the second quarter:

- Began design of information system module for tracking of Verification information (objectives, policy measures, means of verification, documentation, submission letters, acknowledgment letters, etc.). Worked with Chemonics International Home Office specialists on specifications and design, expect on-site installation of first version in Egypt during third quarter.
- Began design of Monitoring Module to track SO-19 indicators.

The following activities were accomplished during the third quarter:

- Continued design of information system module for tracking of Verification information (objectives, policy measures, means of verification, documentation, etc.). Worked with Chemonics International Home Office specialists on specifications and design (on-site installation of first version in Egypt in October).
- Continued design of Monitoring Module to track SO-19 PMP indicators.

The following activities were accomplished during the fourth quarter:

- Continued design of information system module for tracking of Verification information (objectives, policy measures, means of verification, documentation, etc.). Worked with Chemonics International Home Office specialists on specifications and design. Tested first version in Egypt in October, subsequent versions in November and December.
- Continued design of Monitoring Module to track SO-19 PMP indicators for R4 process.

I.A.6 Mobilization, Facilities, and Support Systems

The MVE team initiated project work upon contract signing on December 22, 1999. The start-up team, including the Chief of Party and members of the Chemonics project management unit, established contact with USAID and counterpart agencies during an initial trip in mid January.

At this time, the two long-term Egyptian specialists were hired, and the long-term technical team began planning for project implementation.

The MVE team, in conjunction with senior management from Chemonics, Chemonics Egypt and Environics, developed initial workplan outlines in planning sessions held in January and February. The initial workplan session draft was submitted to the USAID Project Officer within a month of the first arrival of the COP. It was refined in further versions, which addressed comments from the Project Officer and further needs of the project. The workplan will serve as a guideline for schedules and activity planning; a final draft of the Year 2000 Workplan was submitted to USAID in April 2000.

The following main activities occurred during the mobilization for the MVE Task Order in the first quarter of 2000:

- Fielded management team, initially in January 2000, and permanently in February; mobilization of the US-based project management unit; negotiated subcontracts and hired two local long-term specialists and an office manager.
- Established local office in temporary offices for the expedited start-up phase; identified and leased permanent office space; ordered furniture, vehicle, phones and equipment; established bank accounts and accounting procedures.
- Began rapid start-up of technical activities and implemented meetings with USAID, counterpart GOE organizations, TA providers, and MVE subcontractors.
- Planned initial work for all aspects of the task order, including Monitoring, Evaluation, and Verification subtasks and developed the MVE Year One Workplan.
- Reviewed the initial draft Verification Plan

The following activities were accomplished during the second quarter:

- Hired permanent Executive Secretary, Reem Mohamed, and Deena El-Alfy, as permanent junior secretary/ receptionist.
- Completed equipping and furnishing office enabling implementation of better filing system and beginning of library collection.
- Installed ISDN line (first in Maadi) to improve Internet access.

The following activities were accomplished during the third quarter:

- Constructed partitions in the main MVE area to provide for two offices and a conference room.

The following activities were accomplished during the fourth quarter:

- Improved telecommunication access for MVE office with Internet connection via satellite.

I.B. Short-term Technical Assistance in the Field

In the first quarter, short-term technical assistance has been used for the start-up and mobilization of the local MVE office and for development of the workplan. This TA was crucial to successful implementation and mobilization.

Based on the development of the workplan and the needs of the project, short-term technical assistance is planned for the second quarter in the areas of policy development, indicator development, and information systems development.

In the second quarter:

- Michelle Adams-Matson provided TA to USAID Mission SO-19 Performance Monitoring Plan (PMP), 14-26 May 2000. Produced improved indicator matrix, analyses, prioritization of work and issues, attribution of responsibilities, and identification of key issues.
- Christopher Perine provided TA on the Verification System and VFD Report (22 May – 11 June 2000). He produced more complete verification plan and the first report on verification for disbursement.

In the third quarter:

- Amit Bando traveled to Cairo on TDY on August 7 through August 22, 2000, see I.A.3 above.

In the fourth quarter:

- Christopher Perine of the Chemonics Home Office worked in the MVE office in Cairo on the design of the Evaluation studies, on the Implementation Progress Report, on the MVE workplan, and on the common workplan template for Tranche 2.

I.C. Programmatic Issues and Future Activities

In the first quarter the project has not experienced any major programmatic issues or problems. The relationships between the project and other agencies, and with other participants in EEPP, have developed smoothly. However, one challenge within the Verification component has been the need for an expedited verification for disbursement during the first months of the project while the systems to support such a disbursement are still being designed.

Another issue, on which the MVE team is seeking on-going clarification, is the degree of independence and autonomy of MVE vis-à-vis the GOE and USAID. Also the decision by USAID to make a partial disbursement of Tranche 1 in the first months of MVE activity and the announcement that the Measures and Means for Tranche 2 would be negotiated before 30 September 2000, has meant that workplan schedules and priorities are constantly changing. This has resulted in tight deadlines and a focus on the Verification component to the near-exclusion of Monitoring and Evaluation.

In the third quarter the MVE program continued to confront several challenges, among these:

- ◆ In Verification, the role of MVE in Tranche 2 design and negotiations continued to be unclear. While MVE should have a role in all design negotiations for Tranche 2, not just in the design of the Means of Verification, MVE participation in the actual design sessions with the TA contractors and with USAID is sub-optimal. (The new process for Tranche 2 development announced at the beginning of October may ultimately alleviate this.)
- ◆ In Monitoring, the actual responsibilities of MVE for the PMP remained uncertain throughout the quarter. MVE had been providing technical assistance and was developing indicators, but responsibility for managing the information, as discussed with USAID, had

not yet been formalized. (This is also in the process of resolution as the third quarter report was submitted.)

- ◆ In Evaluation, agreement between USAID, the TA contractors, and the GOE participating agencies on the role of MVE evaluation activities was still being debated throughout the quarter. This debate and the uncertainty of MVE's role led to the creation of the "Evaluation Framework" and to the proposed set of evaluation activities for Tranche 1. The Evaluation Framework and summaries for activities were submitted to the other participants beginning in September and continue to be discussed. The continued discussions resulted in a delay in starting the actual activities proposed to begin in the third quarter.

In the fourth quarter the MVE program continued to confront several challenges, among these:

- ◆ In Verification, MVE continued to participate in Tranche 2 design and negotiations not just in the design of the Means of Verification. However, the participation in the actual design sessions with the TA contractors and with USAID continued to be irregular and sub-optimal.
- ◆ In Monitoring, MVE managed the information aspects of the PMP development process and participated in the development of the indicators. Formalization of this role for the subsequent R4 process remains to be achieved.
- ◆ In Evaluation, agreement between USAID, the TA contractors, and the GOE participating agencies on certain discrete analytical activities was achieved. Nevertheless, the larger role for MVE in EEPP analytical work, outside of these studies, remains to be solidified. The continued discussions resulted in a delay in starting the actual activities proposed to begin in the third quarter until the end of the fourth quarter.

In January 2001, the Year Two Workplan is being produced. At the same time, activities continue in all of the programmatic areas.